

# **DIVERSITY AND INCLUSION PLAN**

2023-2026

## ACKNOWLEDGEMENT OF COUNTRY

Pilbara Ports acknowledges the Traditional Owners of the land and waters in which it operates – Kariyarra (Port Hedland), Thalanyji (Ashburton), Yaburara, Mardudhunera, Ngarluma, Wong-Goo-Tt-Oo (Dampier), and Whadjuk Noongar (Perth) – and pays its respects to Elders past, present and emerging.

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## MESSAGE FROM OUR BOARD

### Boards have an important role in building inclusive work environments that support performance and deliver financial results.

As the Board of Pilbara Ports we are responsible for the oversight of strategy, governance, talent, integrity, and performance. We have a clear role within each of these areas to ensure workplace inclusion is firmly embedded in Pilbara Ports' operations.



There is a need to continue to strengthen our commitment and leadership toward diversity and inclusion, and we are achieving this by setting clear goals and priorities for the future. Pilbara Ports does not shy away from this commitment and has demonstrated that results can be achieved. An example of this is the increase of youth representation (people aged 24 and under), from 3.8% in 2019 to 9.1% in 2023. As a Board, we have identified six areas of focus for this plan:

#### 1. WOMEN

Strengthen opportunities for women, with a particular focus on increasing women in leadership and special employment groups.

#### 2. FIRST NATIONS AUSTRALIANS

Increase employment representation of First Nations Australians at all levels and all areas of the business.

#### 3. **DISABILITY**

Develop improved employment outcomes and increase representation of people with disability.

#### 4. LGBTQIA+

Ensure the workplace is inclusive of all people including people of diverse gender and sexualities.

#### 5. CULTURAL INCLUSION

Employees who are culturally and linguistically diverse feel included, valued, and respected.

#### 6. FLEXIBILITY

Leave provisions including public holidays are inclusive for all people.



## OUR BOARD



Director



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Walter Purio

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**Brad Geatches** Chair



**Amy Lomas** Deputy Chair



Robert Scharnell Director



Hon. Tom Stephens
Director



## **MESSAGE FROM OUR EXECUTIVE**

### Our previous plan focussed on creating a culture of inclusion through improved reporting to identify trends and barriers, increasing awareness, and creating an environment that welcomes change and diversity.

This plan identifies the actions we will take to address structural barriers and preferences across the organisation. To further demonstrate our commitment and leadership towards positive diversity and inclusion outcomes, we have aligned with the WA Public Sector Commission (PSC) Workforce Diversification Targets and set clear timeframes on when we intend to achieve those targets.

PSC Target	By When	Pilbara Ports as at 30 June 2023	Gap to Achieve Target
50% Women in Management	31 December 2024	18%	32%
6% Youth <24	Achieved	9%	-
4% First Nations Australians	31 December 2024	3%	1%
16% Culturally and Linguistically Diverse	Achieved	21%	-
5% People with Disability	31 December 2025	2%	3%



We intend to be transparent about our progress and will provide regular reporting and updates to the Board, our employees, and the public.

As an Executive team, we are accountable for our performance against these targets, and for providing a workplace where our employees are engaged, included, valued, and respected for their contributions.

## **DIVERSITY AND INCLUSION STRATEGY**

Pilbara Ports' Diversity and Inclusion Strategy (the Strategy) is influenced by the PSC Workforce Diversification Strategy 2020 - 2025, including the twin goals of workforce diversification and workforce inclusion.

		FOCUS	AREAS		
WOMEN	FIRST NATIONS AUSTRALIANS	DISABILITY	LGBTQIA+	CULTURAL INCLUSION	FLEXIBILITY
To increase the rep from different b	<b>diversification</b> presentation of people ackgrounds at levels e organisation			To ensure all empl	rce inclusion oyees experience a sens and inclusion at work
•	gets, measurement reporting	Getting	, serious		s and preferences are Idressed
	nd technology pport goals	Shifting	Inclusive leaders who engage and develop talent		
across all l	lity at all levels ousiness areas rganisation		<ul> <li>Cultural transformation at all levels</li> <li>across all business areas in the organisation</li> </ul>		
, ( d) ( c) ( c)	internal and alent pipeline	Diverse &	Nurture inclusive and high performing teams		
Diver <u>se</u>	workforce		Inclusive workplace		

## **DIVERSITY AND INCLUSION ROLES AND RESPONSIBILITIES**

Our strategic pillars set the direction for diversity and inclusion to be integrated in all aspects of our operations, helping us leverage differences to create an inclusive and future-focused environment.



## ROLE OF THE EXECUTIVE

The role of the Chief Executive Officer and each Executive is to prioritise diversity and inclusion, address systemic cultural barriers, and ensure the cultural shifts required to meet diversity and inclusion goals are supported and any resistance is managed. They are also responsible for fostering a shared sense of purpose and integration of inclusive behaviours into all aspects of our operations.

### ROLE OF MANAGERS AND LINE SUPERVISORS

Managers and line supervisors are responsible for modelling inclusive behaviours and are accountable for actions and outcomes. They are also responsible for leading and supporting high-performing diverse and inclusive teams.

## **CASE STUDY**

## Inclusive recruitment and selection procedure

Historically, recruitment has focused on a narrow definition of merit-based selection; which identifies the most suitable candidate based on their qualifications, skills, and experience. However, many people, despite their potential, do not have equitable access to higher education and professional experience. Often this occurs due to a person's inherent characteristics, caring responsibilities, and social disadvantage.

Pilbara Ports is supporting the removal of this barrier through its principles for inclusive recruitment and selection.



## **ROLE OF EMPLOYEES**

Employees are responsible for furthering an inclusive work culture in all interactions. Employees are expected to stand up to any non-inclusive behaviours and are encouraged to share their inherent characteristics (e.g., gender, Aboriginality, disability), as well as their lived experience (e.g., education, socialisation, beliefs) at work, every day.

Pilbara Ports' approach is focussed on selecting the best person for the job, by giving equal rating to quality, diversity, and future-fitness.

Quality refers to the extent that a person has, can transfer, or can develop, the skills, knowledge, and abilities relevant to the work-related requirements; diversity is focused on the characteristics and experience that contributes to diversity areas not reasonably represented; and future fitness values the flexibility and speed with which a person can respond to change, as well as their willingness to learn and grow in a changing environment.

## WHAT IS DIVERSITY, **INCLUSION AND INTERSECTIONALITY**

Diversity Council Australia<sup>1</sup> (DCA) identifies that inclusion occurs when a diversity of people (e.g. different ages, cultural backgrounds, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

DCA also identifies that diversity should be understood as all the differences between people and how they identify in relation to factors including their age, caring responsibilities, cultural background, disability,

faith/religion, gender, Indigenous background, race, sexual orientation, and socio-economic background (social identity); and their profession, education, work experiences, and organisational role (professional identity).

Intersectionality refers to the ways in which many different aspects of a person's identity inform their lived experience and can expose them to overlapping forms of discrimination and marginalisation<sup>2</sup>.

All of these aspects of a person's identity inform their perspective of the world.



'Diversity Council Australia (O'Leary, J., Russell, G. and Tilly, J.) Building Inclusion: An Evidence-Based Model of Inclusive Leadership, Sydney, Diversity Council Australia, 2015. <sup>2</sup>Diversity Council Australia, Diversity & Inclusion Definition, Sydney, Diversity Council Australia, 2017.



### **CASE STUDY**

## Supporting parental leave and flexibility - Derek Walker

There are many examples of Pilbara Ports' employees taking parental leave and being supported to return in full-time, part-time, or casual capacities, as well as individual flexibility arrangements to support other types of caring arrangements.

Recently, Pilbara Ports was proud to support its first male employee to take primary carer's leave, Derek Walker, Environment & Heritage Manager.

"My wife took leave after our son was born, and when she became pregnant with our daughter, we agreed it was my turn to take the primary caring role."

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"My wife had recently completed enrolled nursing studies as part of a planned change in career and did not want to miss the opportunity to continue gaining experience and I wanted to support her in her career goals.

"Initially, I felt a bit nervous about taking such a long period of leave and was concerned that my absence might let the team down. I also wasn't aware of any men who had taken parental leave at Pilbara Ports and no men in my friendship group had taken parental leave.

"When I brought it up at work, I was well supported and everyone I spoke to was very positive. It has been interesting to hear from other men who have taken parental leave as a primary carer, and I am grateful to have been able to spend those early months with my daughter."

**DIVERSITY AND INCLUSION** 



## DIVERSITY AND INCLUSION PLAN

In considering the ways, means and ends of diversity and inclusion, the following table focuses on the two ends identified in our Strategy, being workforce diversification and workforce inclusion.

The 'way' describes the techniques we will use to achieve those ends, while the 'means' detail the resources and related activities to be used.

The measurement of performance will be against our targets (currently based on PSC's Workforce Diversification Strategy), and levels of engagement, wellbeing, and inclusion of our workforce.

CASE STUDY

## Addressing barriers and supporting development in the maritime industry

Pilbara Ports successfully developed a Marine Cadet Program in 2017. The program, which takes three years to complete, utilises the wealth of experience within Pilbara Ports and provides a fully-mentored pathway for Pilbara-based high school graduates to attain a Watch Keeper (Deck) qualification. Pilbara Ports has seven cadets (4:3 male to female ratio) at varying stages, and congratulated the inaugural cadet on successful completion of the program in 2022.

More recently, Pilbara Ports commenced supporting alternative pathways to becoming a marine pilot at the Port of Port Hedland. Marine pilotage in Port Hedland has, to date, required a Master Mariner Certificate. This is a difficult certificate to achieve for individuals who are unable to spend long periods at sea. Pilbara Ports' future approach focuses on ensuring marine pilots have the required competencies to undertake pilotage; although they may not have the Master Mariner Certificate.

Removal of this requirement, while maintaining the level of competency required for both marine pilots and shore based technical roles such as Deputy Harbour Masters, increases opportunities for women, who have been disadvantaged through structural barriers and masculine stereotypical norms. Pilbara Ports is hopeful shifting this requirement will have a positive effect on inclusion and diversity both at Pilbara Ports and more broadly across the maritime industry.

Pilbara Ports invites people holding alternate qualifications, especially women, to enquire about marine-based roles and the ongoing professional development we provide.

### WAY - Transparent targets, measurement, and reporting MEANS Internal and external reporting dashboards developed 1 against targets. Biannual review of performance against targets, wit 2 actions to be taken to improve performance. Highlight progress on targets and actions annually t 3 the Annual Report; the intranet; and the external we Report to the Public Sector Commission annually on Δ Employment Opportunity Commission annual data 5 Reporting dashboard developed to review and monit the Australian Bureau of Statistics calculation meth WAY – Process and technology that supports goals MEANS Develop and measure the success of initiatives as the 6 talent acquisition, development/advancement, and Analyse data quarterly to determine adjustments/cl 7 for hiring managers, coaching conversations for deve Review and update methods for assessing quality, a 8 stages to include alternative methods for people with Use diversity targets to inform elements of Pilbara 9 planning processes including workforce planning. Issue guidance notes to assist the review of relevan 10 guidelines, procedures, and inductions) in line with with the Diversity and Inclusion Reference Group to images and accessibility is considered.



	BY WHEN
ed and published showing monthly performance	Q3FY24
th reporting to Executive and Board on proactive	End Q2FY24 then ongoing
through Executive and Board reporting; /ebsite.	Q3FY24 then ongoing
n progress of the plan, during the Equal collection.	Q3 every year
itor closing of our gender pay gap against hod.	Q3FY24

	BY WHEN
hey relate to focus areas, and the areas of d engagement/retention.	Q3FY24
changes to actions, for example bias training /elopment, etc.	Q4FY24
and future-fitness in the talent acquisition ith neurodiversity and other disability.	Q2FY24
Ports' strategic planning and business	Q2FY24
nt enterprise-wide documentation (e.g., codes, document control processes and in consultation o ensure gender neutral language, inclusive	Q2FY24

WAY	- Accountability at all levels across all business areas in the org	anisation
MEAN	IS	BY WHEN
11	Incorporate improving diversity outcomes within areas of responsibility as it relates to talent acquisition, development, and retention as a performance measure for management.	Q4FY24
12	Managers, with the support of Human Resources Business Partners, work with their team to improve diversity and inclusion outcomes.	Q4FY24
13	Develop performance metrics for executives and managers using Gallup Engagement and Wellbeing Survey results.	Q4FY24
14	Inclusion and diversity competency is incorporated into PPA's Leadership Capability Framework.	Q4FY24
15	Leaders are held accountable for their performance against inclusion and diversity leadership capabilities during performance review.	Q4FY24
16	Executives and managers are accountable for making decisions that support the closing of Pilbara Ports' gender pay gap.	Q4FY24
17	A positive commitment to inclusion and improving diversity within the organisation is a performance area that all employees are measured against.	During supervision discussions and Annually (Formal)

D – Diverse workfor

## WAY – A diverse internal and external talent pipeline

	· · · · · · · · · · · · · · · · · · ·	
MEAN	IS	BY WHEN
18	Human Resources to develop an external marketing strategy in collaboration with Corporate and Government Affairs to attract a quality, diverse and future-fit workforce.	Q3FY24
19	Highlight professional development opportunities, and career mobility in the business.	Q3FY24
20	Human Resources to develop an internal training program in collaboration with Corporate and Government Affairs for employees looking to enhance their professional social media presence and leverage internal talent to attract external talent and be rewarded via the <i>Employee Referral Program</i> .	Q3FY25
21	Develop talent acquisition strategies to attract diverse talent in teams and business areas that are largely homogenous, including trialling of Section 31 of the <i>Equal Opportunity Act 1984</i> to increase the representation of women; Section 51 of the <i>Equal Opportunity Act 1984</i> to increase representation of First Nations Australians; and Sections 66S and 66R of the <i>Equal Opportunity Act 1984</i> to increase the representation of people with disability.	Q3FY24
22	Develop formal partnerships with organisations that support people from focus area groups which may include Women in Maritime, First Nations Australians youth groups and LGBTQIA+ organisations.	Q3FY24
23	Review Pilbara Ports' Total Employment Offering (TEO) and identify incentives to attract and retain a broad and diverse range of talent, with a primary focus on attraction to the Pilbara.	Q3FY24
24	Implement Volunteer Leave as part of Pilbara Ports' TEO, and encourage employees to use their volunteer leave, by volunteering with focus area groups or volunteering for programs like JAWUN with management support.	Q3FY24
25	Review cultural and ceremonial leave, and public holiday leave flexibility as part of Pilbara Ports' TEO to meet diverse cultural needs and preferences.	Q3FY24

WAY -	- Surface barriers and preferences		
MEAN	IS		
26	Executives actively demonstrate inclusive work prace engagement and promotion of their team members You @ PPA Working Group and Diversity and Inclusion		
27	Ensure leadership capability frameworks address ca intersectionality of groups, and exhibit behaviours t of 'out-group' members.		
28	The Including You @ PPA Working Group and Diversi- employee reference groups, are consulted in relation relating to recruitment, training and development.		
29	Internal training addresses information in relation to relevant legislation that supports an inclusive, safe Training is delivered to all new employees within the is provided every two years.		
30	A line supervisor training module is developed and a as well as principles of inclusive leadership.		
31	Employees are encouraged to share and update the ensure reporting is accurate with metrics developed		
WAY -	- Leaders are inclusive who engage		
MEANS			
32	Training and development will be provided to line ma development reviews, to support career and develop that supports their professional development. Notir responds to career feedback, and different learning		
33	Inclusive leadership capabilities are identified in the are provided with development to achieve an inclusi		
WAY -	- Cultural transformation at all lev in the organisation		
MEAN	IS		
34	Flexible work and working from home arrangements		
35	Facilitate an audit of inclusion at Pilbara Ports to me inform any areas to be strengthened.		
WAY -	- Nurture inclusive and high perfo		
MEAN	IS		
36	Pilbara Ports' investment in individual training and o		
	MEAN         26         27         28         29         30         31         WAY         MEAN         32         MEAN         33         WAY         MEAN         32         WAY         WAY         WAY         WAY         WAY         WAY         WAY         WAY         WAY		

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## are addressed

	BY WHEN
ctices, including formal or informal s actively involved in the <i>Including</i> on Reference Group.	Q4FY24
apabilities required to understand the that do not disadvantage characteristics	Q4FY24
ity and Inclusion Reference Group, or other n to inclusion initiatives, and key procedures	Q4FY23
to Equal Employment Opportunity and and respectful work environment. eir first 12 months, and refresher training	Q4FY23
addresses mental health and wellbeing,	Q4FY24
eir diversity dimensions. Data is used to d that are meaningful to employees.	Q4FY24

## ge and develop talent

	BY WHEN	
nanagers who undertake performance and pment of their team members in a way ng there are nuances in how each individual styles (i.e. principles of adult learning).	Q3FY24	
e Leadership Capability Framework, and leaders ive team and work environment.	Q3FY24	

## vels across all business areas

	<b>BY WHEN</b>
s will be reviewed as part of Pilbara Ports' TEO.	Q3FY24
leasure progress against the plan, and to	Q1FY25

## orming teams

	<b>BY WHEN</b>
development to be promoted,	Q2FY24

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